



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J7

DISTRIBUTION: A, B, C, J, S

CJCSI 3500.01C

15 March 2006

JOINT TRAINING POLICY AND GUIDANCE FOR THE ARMED FORCES OF THE UNITED STATES

References: Enclosure H

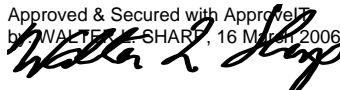
1. Purpose. To establish Chairman of the Joint Chiefs of Staff (CJCS) policy and guidance for planning and conducting joint training. Training in the context of this instruction aligns with the *Department of Defense Strategic Plan for Transforming DOD Training*, and includes training, education, and all job-performing aids.
2. Cancellation. CJCSI 3500.01B, 31 December 1999, "Joint Training Policy for the Armed Forces of the United States," is superseded by this publication. CJCSI 3500.02C, 14 August 2000, "Joint Training Master Plan 2002 for the Armed Forces of the United States," is cancelled.
3. Applicability. This CJCSI applies to the combatant commands, Services, National Guard, Reserve Components (RC), combat support agencies, Joint Staff, and joint organizations. It guides joint commanders and senior leaders of joint agencies and programs in developing joint training programs for their assigned staffs and organizations, component forces and staffs, and assigned forces to support capabilities-based readiness.
4. Policy. See Enclosure C.
5. Definitions. See Glossary.
6. Responsibilities. See Enclosure E.
7. Summary of Changes. This instruction has been modified to reflect the goals of training transformation (T2) and to clarify Joint Training System guidance:
 - a. The CJCS Joint Training Master Plan and the CJCS Joint Training Policy have been combined in this instruction, which will be reviewed annually.

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- b. DOD T2 guidance is incorporated.
 - c. Authority for joint training policy is clarified for RC through training and readiness oversight.
 - d. Changes are introduced to types, levels, and categories of joint training to more clearly reflect real-world operations.
8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--
http://www.dtic.mil/cjcs_directives. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.
9. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

Approved & Secured with Approval
by WALTER L. SHARP, 16 March 2006



WALTER L. SHARP
Lieutenant General, USA
Director, Joint Staff

Enclosures:

- A – Introduction
- B – The Joint Training System
- C – Chairman’s Joint Training Policy
- D – Chairman’s Standing Joint Training Guidance
- E – Joint Training Responsibilities
- F – Chairman’s Commended Training Issues
- G – Joint Training Documents
- H – References

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RECORD OF CHANGES

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ENCLOSURE A

INTRODUCTION

"The lesson of [the war in Afghanistan] is that effectiveness in combat will depend heavily on jointness, and how well the different branches of the military communicate and coordinate their efforts on the battlefield....achieving jointness in wartime requires building that jointness in peacetime."

"We must transform not only the capabilities at our disposal, but also the way we think, the way we train, the way we exercise, and the way we fight."

Donald H. Rumsfeld

1. Purpose. This instruction provides Chairman of the Joint Chiefs of Staff (CJCS) policy and guidance to the combatant commands, Services, Reserve Components (RC), National Guard, combat support agencies (CSAs), Joint Staff, and joint organizations for joint training to enhance readiness. It applies to both individual and collective joint training and joint education programs. It affirms the commander's role in the area of training and readiness and the importance of the CSAs in supporting warfighting missions and preparation of US forces for joint and multinational operations across the full spectrum of military operations requiring interagency coordination and unity of effort.

Joint Training Vision

Everyone required to conduct military operations will be trained, under realistic conditions and to exacting standards, prior to execution of those operations. Personnel selected for joint assignments will be trained prior to reaching their duty location.

2. Joint Training Vision. US forces may be employed across the full range of military operations, most of which will be conducted in a joint environment with multinational partners and require interagency coordination. A transformation goal is to provide the President with a wider range of military options to deter or defeat aggression or any form of coercion against the United States and its allies, friends, and interests.

a. Professional development is the product of a learning continuum that comprises training, experience, education, and self-development . The role of professional military education is to provide the education

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needed to complement training, experience, and self-development to produce the most professionally competent individual possible.

b. In its broadest conception, education conveys general bodies of knowledge and develops habits of mind applicable to a broad spectrum of endeavors. At its highest levels and in its purest form, education fosters breadth of view, diverse perspectives and critical analysis, abstract reasoning, comfort with ambiguity and uncertainty, and innovative thinking, particularly with respect to complex, nonlinear problems. This contrasts with training, which focuses on the instruction of personnel to enhance their capacity to perform specific functions and tasks.

c. Training and education are not mutually exclusive. Virtually all military schools and professional development programs include elements of both education and training in their academic programs.

d. Self development recognizes that empowering individuals with responsibility to actively participate in their own growth is a necessary and positive step. Self study in the pursuit of knowledge accelerates individual development as well as allows flexibility and accommodation to individual circumstances of need, situation, and desire.

e. Joint experience implicitly recognizes that the successful application of what individuals learn via joint individual training, joint professional military education (JPME), and self development is essential. Joint warfighting is not an academic pursuit; its competencies must be demonstrated by practice.

3. Training Transformation

a. The training transformation (T2) process is intended to improve dynamic, capabilities-based training for the Department of Defense across Active Components (AC) and RC of the Services; federal agencies; international coalitions; international organizations; and state, local, and nongovernmental organizations. T2 objectives are to:

(1) Continuously improve joint force readiness by aligning joint education, training capabilities, and resources with combatant command operational needs.

(2) Achieve a training unity of effort across Services, agencies, and organizations.

(3) Develop individuals and organizations that think joint intuitively.

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(4) Prepare forces for new warfighting concepts and capabilities.

(5) Develop individuals and organizations that improvise and adapt to emerging challenges.

b. T2 begins by changing the way people think and organizations operate. By identifying gaps in joint training and operations and assessing doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) shortcomings, commanders can develop a coherent training strategy to correct shortfalls. T2 implies a much broader context for learning that includes training, education, experience, and self-development. Developing and applying new knowledge throughout the force, individually and collectively, will foster this change. Three capabilities form the foundation for T2, designed to prepare individuals, units, and staffs by providing enabling tools and processes.

(1) Joint Knowledge Development and Distribution Capability (JKDDC). Envisioned to be a web-based global network that provides commands, organizations, and individuals access to joint education and training resources. Will prepare future leaders and warfighters to employ joint operational art, understand the common relevant operational picture, and respond innovatively to adversaries. Will develop and distribute joint knowledge via a dynamic, global-knowledge network that provides rapid and easy access to joint education and training resources.

(2) Joint National Training Capability (JNTC). Will prepare forces by providing staffs and units with an integrated live, virtual, and constructive training environment with appropriate joint context and allow global training and mission rehearsal.

(3) Joint Assessment and Enabling Capability (JAEC). Will assist leaders in assessing the value of transformational initiatives to individuals, organizations, and processes by evaluating joint training effectiveness. It will provide essential support tools and processes to enhance the JKDDC and the JNTC.

c. These three capabilities will provide better-prepared forces and staffs to combatant commanders.

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4. Activities and Events Encompassed by This Policy

- a. Individual joint training activities, (e. g., academic instruction, distributed learning, on-the-job training) designed to develop joint core competencies, support joint activities and programs, or enable joint collective and/or staff training.
- b. CJCS- and combatant command-sponsored collective training events, to include joint exercises.
- c. JKDDC initiatives, JNTC supported events, and JAEC efforts.
- d. Deployments for training, security cooperation, regional presence and access, and training events that fall under the purview of the Joint Exercise Program and/or National Exercise Program.
- e. Joint modeling and simulation (M&S), seminars, war games, experimentation, assessment, training ranges, and training devices used to conduct or support joint training.

5. Authority for Joint Training Policy. The authority for conducting joint training evolved from the Goldwater-Nichols Defense Reorganization Act of 1986, Public Law 99-433.

a. Title 10 United States Code (USC) section 153 (a) states that subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman is responsible for:

- (1) Developing doctrine for the joint employment of the Armed Forces of the United States.
- (2) Formulating policies for the joint training of the Armed Forces of the United States.
- (3) Formulating policies for coordinating the military education and training of members of the Armed Forces of the United States.

b. 10 USC 164(c) outlines the command authority of combatant commanders, to include:

- (1) Giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics.

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(2) Coordinating and approving those aspects of administration and support (including control of resources and equipment, internal organization, and training) and discipline necessary to carry out missions assigned to the command.

c. The responsibilities of the Secretaries of Military Departments for administration and support include training of forces assigned by them to combatant commands and are prescribed in 10 USC 165(b) and further detailed in the individual Service sections of 10 USC 3013, 5013, and 8013.

d. Further guidance on CJCS, combatant command, and Service responsibilities with respect to doctrine and policy regarding military education and training of members of the Armed Forces of the United States are found in references j and l.

e. The Chairman will develop and establish doctrine for all aspects of the joint employment of US forces and formulate policies for coordinating the military education and training of members of the Armed Forces of the United States (reference l).

f. Reference g provides policy on the authority combatant commands exercise over assigned RC forces when not on active duty and when on active duty for training. This authority is training and readiness oversight (TRO).

g. The Chairman will formulate joint training policies, establish policy guidance for the Joint Training System (JTS) and the Joint Training Information Management System (JTIMS) and make JTIMS available for use by DOD components, and validate joint training requirements (reference i).

6. Procedures. Reference o describes the JTS and defines the process and procedures to accomplish the goals stated in this instruction.

7. Changes to This Policy. Recommended changes to this document will be submitted to the Joint Staff/J-7 for coordination with the combatant commands, Services, CSAs, National Guard, RC, and Joint Staff for approval by the Chairman.

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ENCLOSURE B

THE JOINT TRAINING SYSTEM

1. Priorities and Mission Focus. The JTS shall be used to manage training throughout the Department of Defense in accordance with reference i. Joint training should be based upon each command and/or agency's required capabilities as specified in its joint or agency mission-essential task list (J/AMETL). JMETL is derived from missions assigned through the Joint Strategic Capabilities Plan (JSCP), the Unified Action Armed Forces, Presidential directives, and other documents. Based upon these required capabilities, commanders and agency directors will plan, resource, execute, evaluate, and assess joint training. DOD components shall use the processes of the JTS to develop training programs; plan, execute, and assess training based on mission essential tasks (METs); and determine training status input for readiness reporting in accordance with reference k. The commanders will ensure training is consistent with approved joint doctrine.

2. Process. The JTS is a four-phase iterative process (Figure B-1): identification of capability requirements, planning, execution, and assessment. Although the process is deliberate in concept, it is flexible in execution.

a. Phase I – Requirements. Required capabilities identified during mission analyses by commanders or agency directors and their staffs are based on commander's intent and joint doctrine and documented in the command J/AMETL. Joint training requirements are derived from these capability requirements by assessing current proficiency in the specific identified tasks in Phase IV (Assessment).

(1) For combatant commands, initial planning guidance and priorities are found in the National Security Strategy, National Military Strategy (NMS), Strategic Planning Guidance, the JSCP, Contingency Planning Guidance, operations and contingency plans, applicable treaties, and the Unified Command Plan.

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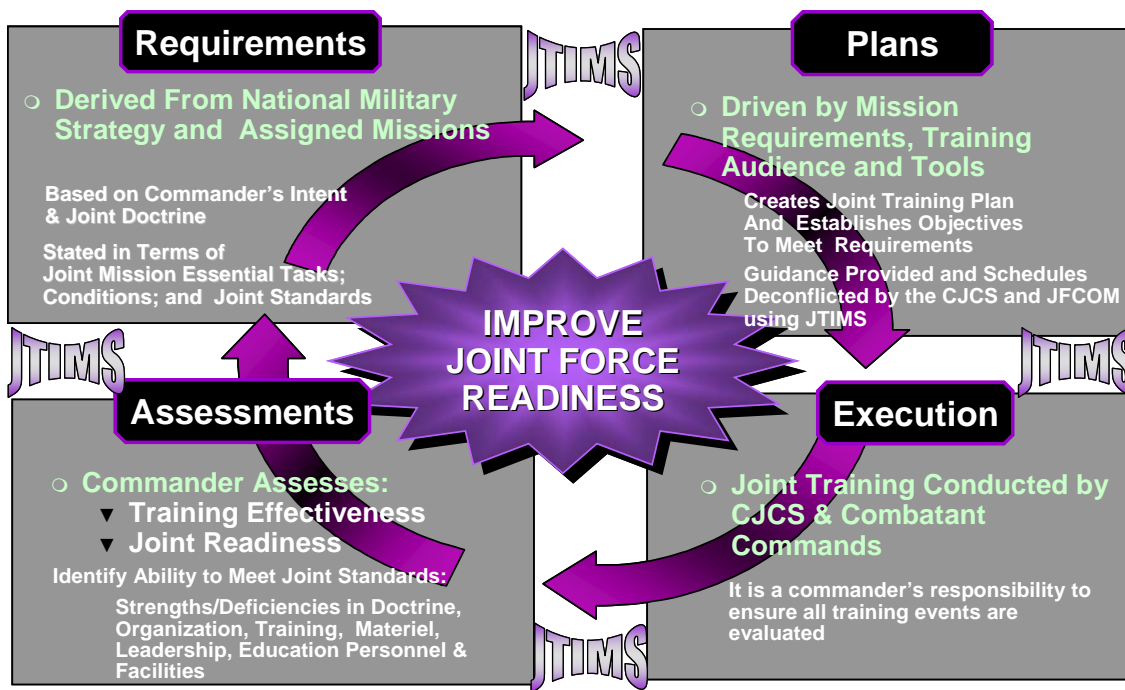


Figure B-1. JTS Four-Phase Process

(2) Combatant commanders translate guidance into theater-specific strategies, missions, and plans. Through analysis of missions and plans, a list of specified and implied tasks is developed. These tasks are translated into a common reference language using the Universal Joint Task List (UJTL) and are called mission tasks. Normally, this set of tasks is quite large and requires further analysis by the commander and staff to identify the tasks that are **essential** to mission success.

(3) The UJTL tasks identified as mission essential, based on criteria established by the commander, are termed joint mission-essential tasks (JMETs). A complete JMET contains conditions and standards. A standard requires a measure and a criterion. The UJTL contains conditions from which to select and sample measures that may be used.

REQUIREMENTS

- Derived From Mission Analyses
- Based on Commander's Intent and Joint Doctrine
- Translate Guidance Into Task Lists Using the UJTL
- Designate Combatant Command JMETL
- Command-Linked Tasks are Identified and Coordinated Between Supported Commands and Supporting Organizations (Combatant Commands, CSAs, and Interagency)

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Measures require an appropriate criterion to form a standard, the minimum acceptable proficiency in the performance of a task.

(4) The JMETL provides the foundation for training requirements. Commanders conduct continual assessments of their JMETs to prioritize training requirements. Commanders are also responsible for planning, executing, and evaluating training to meet and maintain JMETL proficiency. Tasks requiring training are evaluated to determine the most cost effective methods to address the readiness shortfalls based on priority and resource constraints. The Defense Readiness Reporting System (DRRS) uses JMETL as a vehicle for assessing the readiness of all DOD organizations at all operational levels to conduct the missions they are assigned. These tasks should accurately reflect the capabilities required of all organizations.

(5) The combatant command's JMETL will serve as the basis for Service component METs and for supporting organizations to develop their command-linked JMETs, agency mission-essential tasks (AMETs), and METs. Supporting commanders and/or agency directors build their J/AMETL, or Service component mission essential task list (METL) from UJTL and Service task lists, based on their determination of requirements in support of combatant commanders.

(6) Command-linked tasks are identified by the supported commander or by the lead federal agency, and are required to successfully accomplish its missions. The supporting command and/or CSAs analyze the tasks received from supported commanders and develop corresponding tasks for J/AMETL inclusion, to support the required capability requested. While command-linked tasks are designated by the supported joint force commander or lead federal agency, they are normally scheduled for training and evaluated by the organization providing the support. Conditions and standards are determined through coordination between the supported and supporting commands and/or agencies. The supporting commanders and agency directors must coordinate assessment of command-linked tasks with the supported commanders. Command linked interagency tasks may be supporting or supported tasks based on the combatant command mission and designation of the lead federal authority.

(7) Joint force commands or lead federal agencies identify supporting tasks that enable subordinate elements of the command to accomplish the command JMETL. Supporting tasks are identified for the combatant commander's headquarters staff (staff sections, boards, centers, cells, etc.) and functional and/or Service components of the command. When the command trains on a JMETL task, supporting tasks provide the basis for training subordinate elements. Note:

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supporting and command-linked tasks are not mutually exclusive. Command-linked tasks may be either mission essential or supporting; the designation of the organization responsible for performing the task determines whether it is a command-linked or an internal command task, i.e., if the designated organization is not under the combatant command authority of the supported commander, it is command-linked to the supporting command and/or agency.

(8) DOD components shall ensure their personnel and organizations are trained to meet the specific operational requirements of the supported combatant commanders, as identified in combatant commander-approved JMETL, before deploying for operations and while deployed in accordance with reference i.

b. Phase II - Plans. Based on required mission capabilities documented in J/AMETL and training requirements resulting from training proficiency assessments (TPAs) (Phase IV, Assessment), joint training plans (JTPs) are developed identifying training objectives and resources needed to attain the required levels of training proficiency.

(1) Combatant command joint training programs are designed to increase the proficiency of assigned and apportioned forces. Forces, equipment, transportation, and funding must be prioritized and coordinated to ensure the right mix of training events. Political and environmental issues, as well as operational security, must be considered in building events.

PLANNING

- Commander/CSA Assessment of Proficiency
- Training Objectives and Events Identified
- Resources Aligned and Prioritized
- Produce JTP and Joint Training Schedule

(2) Combatant command and worldwide training and scheduling conferences help finalize and allocate resources to the JTPs and produce joint training schedules. Combatant commands and CSAs produce joint and agency training plans and joint training schedules that collectively comprise the Joint Training Master Schedule (JTMS) in the JTIMS. Interagency integration into joint exercises should occur during combatant command scheduling conferences.

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c. Phase III - Execution. In this phase, training events scheduled in Phase II (Plans) are reiterated in further detail, executed, and evaluated. Event execution will follow the joint training event summaries contained in the joint training schedules as closely as possible. Within the execution phase of the JTS, each training event uses a process comprised of event design, planning, preparation, execution, and evaluation stages of the joint event life cycle.

EXECUTION

- Goal is to Perform to Standard Under Specific Conditions
- Proficiency Evaluation is a Command/CSA Responsibility
- Tasks, Conditions, and Standards Provide the Foundation for Training Assessment

(1) Many joint training events fall under the Joint Exercise Program consisting of:

- (a) CJCS-sponsored activities.
- (b) Combatant command- and CSA-sponsored activities.

(2) All joint training events, whether an exercise or academic activity, should be evaluated to determine whether the training audience accomplished the training objectives to the desired level of performance. Training performance evaluation is a command and agency responsibility. Formal and informal feedback obtained during coordination, scheduling, review, and execution of training events is critical to the evaluation process. Event evaluations are used by the commander or agency director to determine the command or agency training proficiency over time in the assessment phase. The JTS forum for evaluations at an event's conclusion is the after-action review (AAR) process. The AAR process is a command and agency opportunity to evaluate training activities within the context of the entire training event.

d. Phase IV - Assessment. Commanders and agency directors conduct periodic assessments to determine the progress of their joint training programs relative to the required levels of proficiency of their assigned staffs and forces to perform assigned missions. TPAs are used by the primary trainer of an organization to provide an objective assessment of J/AMETL proficiency.

ASSESSMENT

- Compilation and Analysis of Evaluations
- Overall Command/CSA Capability to Perform Mission
- Basis for Future Training Requirements for Subsequent Cycles

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(1) The assessment phase of the JTS describes how training results are:

- (a) Translated into future training requirements for subsequent training cycles.
- (b) Developed into lessons learned.
- (c) Used to identify and resolve issues.
- (d) Put into the DRRS.
- (e) Made available to other users of training information.
- (f) Used to provide insights into the potential of new joint concepts.
- (g) Used to develop DOTMLPF change recommendations.

(2) Assessment completes the training cycle and provides input back to Phases I (Requirements), II (Plans), and III (Execution) of the training process.

(3) Lessons gathered and validated from operational missions, training events, operational tests, and experiments shall be incorporated expeditiously into the training requirements through the formal processes of the JTS.

3. Joint Training Information Management System. JTIMS is a web-based integrated information management tool suite, resident on both classified and unclassified systems that support the JTS. The JTIMS program supports the joint community by providing a set of integrated information management tools to identify, collect, analyze, store, and disseminate the data required to execute the JTS. The JTIMS application suite will support coordination and efficient use of resources required in the requirements, planning, execution, and assessment of capability based training.

4. Universal Joint Task List. When augmented with the Service and interagency task lists, the UJTL is a comprehensive integrated menu of functional tasks, conditions (with descriptors), measures, and criteria for acceptable performance of tasks supporting all level of the Department of Defense in executing the NMS. The UJTL provides a common language and reference system for joint force commanders, strategic and operational planners, combat developers, combat support personnel,

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educators, and trainers to communicate mission requirements in the form of current and future joint capability requirements.

a. The UJTL supports joint warfighting by:

(1) Providing a common language for development of J/AMETL and readiness reporting.

(2) Defining capability requirements for readiness reporting and structure for systems acquisition.

(3) Expressing military tasks to support readiness, lessons-learned, joint experimentation, capabilities development, and joint military education programs.

(4) Providing a standardized tool to plan, conduct, evaluate, and assess joint training.

b. The Joint Staff/J-7 has responsibility for the development and management of the UJTL, its supporting taxonomy, and administration of programs that will provide JTS and UJTL knowledge management systems for the combatant commands and CSAs.

c. Joint Publication 1.02, "Department of Defense Dictionary of Military and Associated Terms," establishes the common terms of reference for all joint activities and operations: within joint training, the UJTL provides the common terms of reference for training. Reference i establishes terms of reference for DOD military training and states that all personnel and components shall train on their METs to established standards to provide the capabilities to support the combatant commanders across all phases of joint campaigns and throughout the spectrum of Service, joint, interagency, intergovernmental, and multinational operations. The UJTL framework is the foundation and language for all activities applicable under this instruction.

5. The Joint Doctrine, Education, and Training Electronic Information System (JDEIS). JDEIS is the joint doctrine, education, and training community web portal. The UJTL and Service task list databases are resident on JDEIS, which serves as the authoritative source for access to that data. JDEIS will replace the current CJCS Joint Electronic Library on both SIPRNET and NIPRNET in FY 06. The JDEIS Portal is divided into several "portlets" featuring the following primary materials:

a. A searchable joint doctrine database encompassing all unlimited distribution joint publications, the DOD Dictionary, and links from doctrine to related UJTL tasks. The joint doctrine database features

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quick, detailed, and browse search modes and a DOD Dictionary search function.

b. A joint education section with joint education information to include links to joint and senior Service schools, the latter providing additional links to library collections and other information. Also provided is the JPME Prospective Research Topics Database, through which Services, agencies, and commands may nominate topics for research at joint and senior Service schools.

c. A joint training section with training policy information, links to JTIMS and JKDDC, and a searchable UJTL database that allows users to search the UJTL while providing links to related joint doctrine.

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ENCLOSURE C

CHAIRMAN'S JOINT TRAINING POLICY

1. Chairman's Joint Training Policy. The Joint Training Policy for the Armed Forces of the United States provides direction and guidance for joint forces to prepare for military operations using joint training processes and programs that:
 - a. Are based on mission capability requirements and driven by objectives.
 - b. Provide adequate realism and fidelity and encompass US, multi-national, and international military and interagency participation.
 - c. Employ the JTS described in reference o.
 - d. Incorporate joint training as a pillar of the joint learning continuum.
2. Annual Chairman's Joint Training Guidance (CJTG). The Chairman will develop the CJTG not later than 30 August. The CJTG will address issues considered by the Chairman to be significant to the global joint community and requiring action by the combatant commands, CSAs, and/or the Services. Chairman's Commended Training Issues (CCTIs) will be included in the CJTG as appropriate (see Enclosure D). The Joint Staff/J-7 is the advocate for joint training issues and CCTI tracking.
3. Annual Combatant Commander Training Guidance. Combatant commanders will develop their commander's training guidance in accordance with the CJTG. Commanders will provide their training guidance to staff, assigned forces, and USJFCOM annually as Tab A in their JTP.

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4. Categories of Training. There are three categories of training: Service, interoperability, and joint. Categories of training are defined by the membership of the training audience, members of a single Service; members of more than one Service; and members of a joint staff comprised of members of more than one Military Department and a joint force commander. **In each of these three categories, interagency and multinational training can take place.**

a. Service Training. Service training (including USSOCOM) pertains to both the AC and RC and is based on Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, operational, and interoperability training in response to operational requirements identified by the combatant commands to execute assigned missions.

b. Interoperability Training. Interoperability training involves forces (AC and/or RC) of two or more Services (including SOF), and is designed to enable these forces to operate efficiently and effectively together.

c. Joint Training. Training, including mission rehearsals, of individuals, units, and staffs using joint doctrine to prepare joint forces or staffs to respond to strategic, operational, or tactical requirements of the combatant commanders to execute their assigned or anticipated missions. Joint training involves forces (AC and/or RC) of two or more Military Departments interacting with a joint staff or individuals preparing to serve on a joint staff or in a joint organization and is conducted using joint doctrine.

5. Types of Joint Training. Joint training encompasses training, education, and self-development. Each of these elements of joint training must be matched with the appropriate training methods, requirements, and audiences. These include:

a. Individual Joint Training. (Senior officer, senior enlisted, or individual staff officer.) Training that prepares individuals to perform duties in joint organizations (e.g., specific staff positions or functions) or to operate uniquely joint systems (e.g., joint deployable intelligence support system). Individual staff training ensures that individuals know, are proficient in, and have the joint competencies and skills to apply joint concepts and procedures necessary to function as staff members. Individual joint training can be conducted by the Office of the Secretary of Defense, the Joint Staff, combatant commands, and activities and agencies responsive to the Chairman, Services, Reserve forces, National Guard, or CSAs.

b. Staff Joint Training. Training that prepares individual staff members to operate as a cohesive staff or staff element (i.e., center, board, or cell operating within a joint force headquarters) to accomplish their J/AMETs to standard.

c. Collective Staff Joint Training. Training that prepares a joint organizational team (e.g., joint force air component commander (JFACC) operating with joint force land component commander (JFLCC) and joint force maritime component commander (JFMCC)) to accomplish required J/AMETs as a joint unit or force. Collective staff joint training is done as a unit or functional combination of units. Collective staff joint training ensures that groups of individuals can function as a team. The groups may consist of directorates, centers, cells, and/or boards, complete staffs (e.g., a combatant command staff), or multiple staffs in concert with each other (e.g., JTF staff training with JFLCC, JFACC, and/or JFMCC staff(s)) or the interagency coordination training for the Joint Interagency Coordination Group.

6. Tenets of Joint Training. Joint force commanders must synchronize the actions of their assigned forces to achieve strategic and operational objectives. Success depends on well-integrated forces that fight as a team. The following are intended to guide commanders and agency directors in developing their joint training programs:

a. Use Joint Doctrine. Joint training will be conducted in accordance with approved joint doctrine and joint operational concepts. Joint doctrine establishes the guidance on how best to employ national military power to achieve strategic ends. Joint doctrine provides common terms, tactics, techniques, procedures, and perspectives, which fundamentally shape the way the Armed Forces of the United States plan and execute joint operations. Joint doctrine embodies the concepts likely to be employed throughout the range of military operations and provides the framework of joint training.

TENETS OF JOINT TRAINING
1. Use Joint Doctrine
2. Commanders/Agency Directors are the Primary Trainers
3. Mission Focus
4. Train the Way You Intend to Fight
5. Centralize Planning, Decentralize Execution
6. Link Training and Readiness Assessments

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b. Commanders and Agency Directors are the Primary Trainers in Their Organizations. Commanders and directors at all echelons are responsible for preparing their command to accomplish assigned missions. Commanders validate joint training missions and requirements. Within the JTS, commanders establish processes to develop, execute, and evaluate effective joint training. Effective joint training must be based on approved joint doctrine. When necessary to introduce concepts and experimentation events into joint training events, combatant commands will use care to ensure that exercise participants understand that doctrinal deviations are for experimentation purposes and may not change doctrine and procedures for the future.

c. Mission Focus. Commanders and CSA directors will ensure their joint training programs are focused on their organization's JMETL. The UJTL provides a common language and reference for combatant commands, Services, Reserves, National Guard, CSAs, and the Joint Staff to communicate capability requirements. A successful training program can be achieved when commanders and agency directors consciously focus their training efforts on a prioritized set of training requirements derived from their mission requirements.

d. Train the Way You Intend to Fight. Joint training must be based on realistic conditions and standards. Conditions are those variables in an operational environment or situation in which a unit, system, or individual is expected to operate. Conditions are organized into three broad categories -- physical, military, and civil -- and are derived from the joint force commander's assessment of mission-related political, military, economic, social, informational, and infrastructure factors. Standards are established as the minimum acceptable level of performance required in the execution of a particular task under a specified set of conditions. For joint forces' METs, each standard is defined by the joint force commander and consists of a measure and criterion. The measure provides the basis for describing varying levels of task performance. The criterion describes the minimum acceptable level of performance associated with a particular measure. The criteria are often expressed as hours, days, percentages, occurrences, minutes, miles, or some other unit of measurement.

e. Centralize Planning and Decentralize Execution. In military operations, centralized planning and decentralized execution provides organizational flexibility. Decisions are made where and when necessary by subordinates, consistent with available resources and the senior commander's intentions, priorities, and mission objectives. Training methods and modes must mirror operational techniques. The intent is to

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apply available resources with enough flexibility to optimize training effectiveness and efficiency. This process requires an analysis of who needs training and the current level of training proficiency, then selecting the most effective and efficient method to accomplish the training objective. Decentralization promotes bottom-up communications, especially concerning mission-related strengths and weaknesses.

f. Link Training Assessment to Readiness Assessment. A military capability is the ability to accomplish essential tasks to standard and comprises one or more of the following elements: personnel, equipment, training, supplies, and ordnance. Readiness assessments cover each of these five elements to accurately describe the true level of the commands' ability to accomplish its essential tasks to standard. Commander and Agency director evaluations of essential task performance during training are critical to the overall readiness assessment. Assessment is also essential for the training program. Without an assessment of the performance of the training audiences over the training cycle, the commander has no basis for determining remaining training requirements and associated resource requirements. Similarly, an assessment of the unit's ability to perform METs is integral to each commander and agency director's readiness assessment. Commanders and their staff will use joint training assessment data to support their readiness assessment for DRRS. The Joint Staff/J-7 is developing tools, resident in JTIMS, that will enable the training data to be imported to the commander or director's J/AMETL assessment.

7. UJTL Utilization. Commanders and Agency directors will use the tasks in the UJTL to document their command or agency's requirements and/or capabilities for accomplishing assigned missions. Commanders and Agency directors J/AMETLs are then documented in JTIMS and published to assist the joint force provider. The UJTL database is hosted in the JDEIS. This is the authoritative, single source for access to tasks, conditions, and representative measures comprising the UJTL. JTIMS, DRRS, and future information management systems will link to the JDEIS for UJTL access.

8. JTS Data Exchange With DRRS. TPAs and mission training assessments will provide the organization's mission capabilities or shortfalls from a training viewpoint to DRRS, through JTIMS.

9. Annual Joint Training Milestones. (See Figure C-1 and Table C-2).

a. Semiannual Worldwide Joint Training and Scheduling Conferences (WJTSCs) normally occur in February and September;

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combatant command and CSA joint training issues, the annual CJTG, and CCTIs are discussed.

Joint Training, Planning, and Programming Cycle

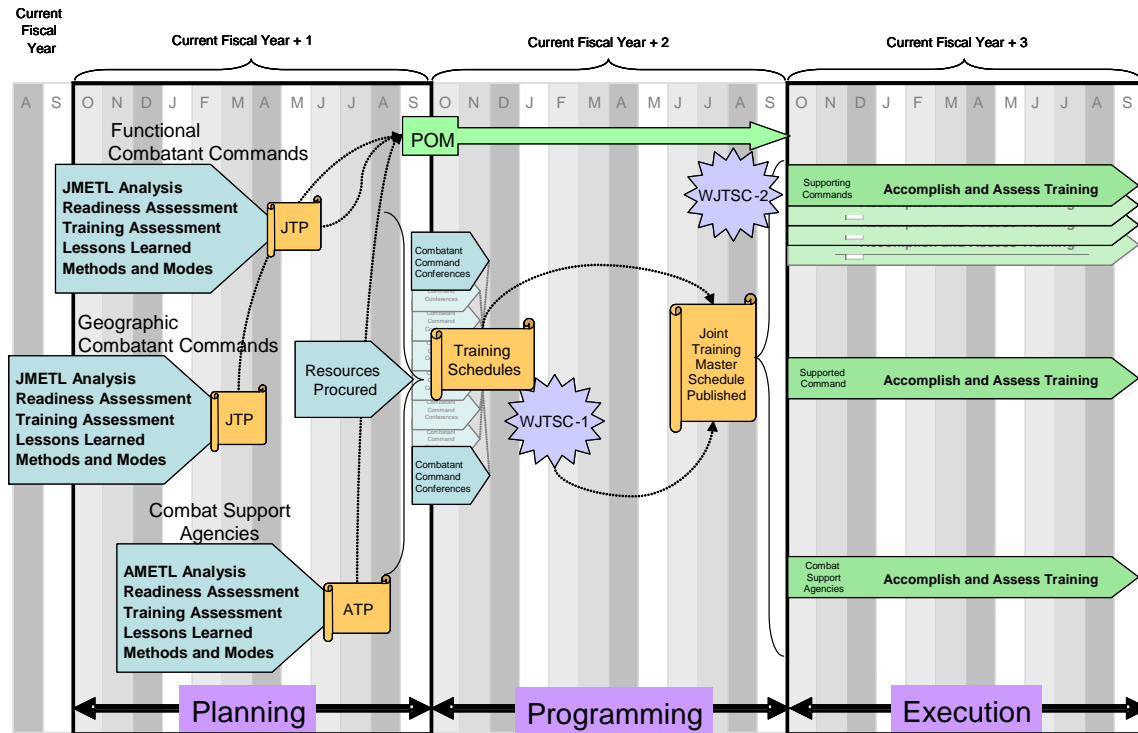


Figure C-1. Joint Training, Planning, and Programming Cycle

b. In September, combatant commanders will annually review their JMETL in DRRS.

c. The February Worldwide Joint Training and Scheduling Conference (WJTSC-1) updates CJCS exercises for the next fiscal year and addresses resource requirements for the upcoming POM.

d. No later than 15 March, geographic combatant commanders will publish JTPs via JTIMS for functional combatant commander, Service component command, CSA, and other joint organization review.

e. No later than 15 May, functional combatant commanders will publish JTPs via JTIMS for geographic combatant commander, Service component command, CSA, and other joint organization review.

f. No later than 15 July, CSAs (DIA, DISA, DLA, DTRA, NGA, NSA/CSS, DCMA) will publish agency training plans (ATPs), including

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AMETs, via JTIMS for geographic and functional combatant commander, Service component command, and other joint organization review.

g. Annual USJFCOM Joint Training Assessment. USJFCOM will develop an annual assessment of joint training, brief the joint training trends at the WJTSC-2, and report the results of the assessment to the Chairman.

10. Training Transformation. T2 actions and milestones will be executed IAW the Training Transformation Strategy and Implementation Plan to ensure dynamic, capabilities-based training for the Department of Defense in support of national security requirements for AC and RC of the Services; federal agencies; international coalitions; international organizations; and state, local, and nongovernmental organizations.

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KEY SUSPENSE LIST

Date	Office	Subject
September	Joint Staff, USJFCOM	Joint Staff conduct WJTSC-2; USJFCOM brief Annual Joint Training Trends
30 September	Combatant Commands, CSAs	Review and download J/AMETL from DRRS into JTIMS
September- October	USJFCOM	Conduct Joint Training Requirements Analysis Team (JTRAT) meeting
30 October	Combatant Commanders, CSA Directors	Develop annual training guidance
October - November	Combatant Commands	Conduct combatant commander exercise and training scheduling conferences
15 January	Combatant Commands	Submit inputs for the Joint Exercise Program to the Joint Staff/J-7 Joint Exercise Division (JEXD)
31 December	Combatant Commands	Publish event summaries in JTIMS for the upcoming execution year, budget year, and following 4 years, incorporating changes from the combatant commanders' WJTSCs
31 December	Combatant Commands	Submit summary report of annual Developing Countries Combined Exercise Program (DCCEP) per CJCSM 3500.03 series
February - March	Joint Staff	Conduct WJTSC-1
February	Joint Staff, Combatant Commands	Submit issues for joint doctrine working party
15 March	Combatant Commands	Update event summaries in JTIMS, incorporating corrections from WJTSC-1
15 March	Geographic Combatant Commands	Publish JTPs, via JTIMS, for review by functional combatant commands, CSAs, Service components, and multinational partners (if applicable)
26 March	Joint Staff	Submit quarterly schedule of significant military exercises to OSD
30 March	Combatant Commands	Submit commended training requirements to USJFCOM.
31 March	Combatant Commands	Submit DCCEP Plans for next 2 fiscal years to the Joint Staff/J-7, JEXD; the first year for approval, the second year for planning

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Date	Office	Subject
May	USJFCOM	Conduct JTRAT meeting
15 May	Functional Combatant Commands	Publish JTPs, via JTIMS, for review by geographic combatant commands, CSAs, Service components, joint organizations, and multinational partners (if applicable)
June	Joint Staff	CJCS review of joint exercise program
15 July	CSAs	Publish ATPs, via JTIMS, for review by combatant commands, Service components, joint organizations, and multi-national partners (if applicable)
30 August	Joint Staff	Chairman issue joint training guidance and publish revised CCTI
30 August	USJFCOM	Collect all combatant commands' JMETs. Develop a master JMETL with baseline conditions and standards. Send master JMETL to Chairman for validation

Table C-2. Key Suspense List

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ENCLOSURE D

CHAIRMAN'S STANDING JOINT TRAINING GUIDANCE

1. Purpose. This section provides guidance from the Chairman to the Joint Staff, combatant commands, Services, CSAs, RC, and the National Guard for planning and conducting joint training. It provides milestone implementation of the JTS, review of capability and training requirements, and development of an effective assessment process. It also provides guidance for developing an effective joint, interagency, intergovernmental, and multinational team. This guidance will be updated annually not later than 30 November and may be updated, as required, using Change Notices to this document.

a. The goal is a JTS that supports the combatant commander's requirements while preserving the ability of Services and CSAs to train on their core competencies. The focus of T2 is to better enable joint operations in the future through improvements in joint education, training, and job-performance aiding. The result of these efforts will be individuals who are better prepared to accomplish their duties and units that are better prepared for joint operations across the full spectrum of interagency, intergovernmental, and multinational operations.

b. Joint training must support a broad range of roles and responsibilities in military, interagency, multinational, and intergovernmental contexts and must be flexible and operationally effective. In the future, joint training and education will be recast as components of lifelong learning and made available to the total force -- AC, RC, National Guard, and DOD civilian. Efforts will be expanded to develop officers well versed in joint operational art. Interfaces between training systems and the acquisition process will be strengthened so training is not considered as an afterthought.

c. All personnel and components shall train on their METs to established standards to provide the capabilities that support the combatant commanders across all phases of joint campaigns and throughout the spectrum of Service, joint, interagency, intergovernmental, and multinational operations.

d. Evaluations of joint training events will feed overall assessments of JMETS and mission capabilities, which in turn feed the plans phase of the JTS to focus joint training events in the next training cycle to cover identified capability gaps. Likewise, the joint training assessment will

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feed the commander's or Agency director's broader readiness assessment to determine gaps and deficiencies in performing the command or Agency J/AMETL to standard. Through analysis of individual, staff, and collective performance of assigned or apportioned forces, the combatant commander will be better able to make recommendations for change across the DOTMLPF joint resources construct (reference s).

2. Guidance

a. Training Transformation Implementation Plan. The Training Transformation Implementation Plan (reference f) will be fully executed to ensure dynamic, capabilities-based training for the Department of Defense in support of national security requirements.

b. Combatant Commands and CSAs

(1) Collect, consolidate, and integrate component command, subordinate command, and JTF assessment inputs into an overall combatant command and/or CSA training assessment, as outlined in Enclosure F of reference o. The combatant commanders and CSA directors will publish the training assessment of J/AMETs as Tab D to their respective J/ATPs and use this assessment to formulate the commander's or director's training guidance in the next JTP.

(2) Program for resources required to accomplish joint training of their staffs.

(3) Execute J/ATPs using the JTS. Required products for all phases of the JTS will be completed in JTIMS per the timelines defined in reference o (series).

(4) Provide JMETLs for training by headquarters staffs, JTF headquarters staffs, functional components, and allocated and apportioned forces to the Commander, USJFCOM. Address joint and interoperability tasks for Service components, CSAs, and National Guard Bureau (NGB) (tactical level in UJTL 5.0) deemed necessary to complete assigned missions in Tab H of JTP.

(5) Collaborate with the combatant command staff, subordinate commands, supporting commands, and CSAs for J/AMETL preparation, including mission analysis of operational plans, Theater Security Cooperation Plans (TSCP), Unified Command Plan, and Presidential and SecDef directives to identify mission tasks and METs. Beginning in FY 06, combatant commands and CSAs link development of J/AMETs to operational plans, TSCP, and Presidential and/or SecDef directives.

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Beginning in FY 06, all operational plans submitted for CJCS approval will include J/AMETs associated with the plan.

(6) Beginning in FY 06, integrate Service component and/or CSA J/AMETs with the joint force commanders' JMETs. Service component METLs developed using the UJTL or Service task lists will support the JMETs developed by the appropriate joint higher headquarters assigned.

(7) Beginning in FY 06, integrate Service component and CSA training programs with respective combatant command joint training programs. Service component training plans will support the joint training program developed by the appropriate joint higher headquarters assigned. Additionally, Service component training programs will address the joint and interoperability tasks deemed necessary to execute combatant commands' assigned missions.

(8) Educate and train commanders and staffs to coordinate unity of effort during interagency, intergovernmental, and multinational operations.

(9) Provide joint training programs for their staffs, as well as the forces assigned to their command.

(10) Periodically conduct selected exercises that emphasize and evaluate cross-area of responsibility (AOR) (intertheater) coordination, especially at the seams.

(11) Provide J/AMETL to USJFCOM for their determination of common tasks for apportioned forces. Review and assess readiness and inspection reports, provided by USJFCOM, on apportioned forces to determine gaps and deficiencies to focus the planning of events in the next command or agency JTP.

(12) Ensure National Guard and RC members assigned to augment joint force headquarters staffs receive appropriate individual and collective joint training.

(13) Use joint doctrine in the development of training objectives. Where voids in joint doctrine exist, commander's guidance and command-specific standing operating procedures will be used.

(14) Develop integrated AC/RC joint training programs, based on operational plans and TSCP.

(15) Conduct TRO of the RC forces assigned to combatant commands.

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(a) TRO is the authority combatant commanders may exercise over assigned RC forces when not on active duty or when on active duty for training. TRO includes the authority to:

1. Coordinate and approve participation of RC forces in joint exercises and other joint training when on active duty for training or performing inactive duty for training.

2. Obtain and review readiness and inspection reports on assigned RC forces.

3. Coordinate and review mobilization plans developed for assigned RC forces.

4. Exercise operational control of RC forces (less strategic mobility forces assigned to USTRANSCOM) on active duty for training or performing inactive-duty training within their geographic AOR (except in CONUS, Hawaii, Alaska, Puerto Rico, and the US territories) or participating anywhere in military operations or joint training under their jurisdiction.

(b) TRO provides combatant commanders the authority to provide guidance to Service components on RC training and readiness programs and to comment on component budgetary programs in anticipation of exercising all responsibilities associated with combatant command of RC units and individuals when mobilized or when ordered to active duty other than for training. TRO is an enabling tool for the combatant commander to enhance RC readiness, with the objective of timely, seamless integration of RC forces into joint organizations and RC augmentees onto combatant command battle staffs and JTF staffs.

1. TRO is intended to support the individual Services in fulfilling their title 10 responsibility for RC forces.

2. Combatant commanders normally exercise their TRO authority through their Service component commanders.

(16) Assess CCTIs (see Enclosure F) and, where shortfalls are identified, include mitigating activities in the command or agency training plan. CCTIs will be closed by the Chairman when, in the assessment of the combatant commander, the issue has been adequately addressed. CCTIs assessed as complete in the command will be reported to the Joint Staff/J-7.

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(17) Nominate training programs and tasks to USJFCOM for purposes of JNTC accreditation and certification.

(18) Annually provide USJFCOM with “commended” training requirements by 30 March for USJFCOM-assigned forces. The submitted requirements should consist of a short statement of a specific and actionable training requirement (similar in fidelity to a training objective), based on a warfighting gap or seam, that can be mitigated through training. Each short statement should be linked to a relevant Universal Joint Task.

(19) Annually provide USJFCOM with their joint training trends by 30 June for integration into USJFCOM’s annual training trends brief presented at the September WJTSC-2.

c. USJFCOM

(1) Provides trained and ready military forces to other commands, as directed, and serves as the primary joint force provider and lead agent for joint force training.

(a) Provides JTS knowledge to the other combatant commands to assist in identification of joint and multinational training requirements and methods, development of plans and events, and evaluation of training events.

(b) Facilitates the development of joint doctrine and assists the combatant commands in training their forces in approved joint doctrine. Provides up-to-date doctrinal input to the design and conduct of selected combatant commands’ joint training events. The execution and assessment of performance of the training events feed back into the doctrine development process.

(c) Responsible for developing and maintaining the JNTC to serve total force training AC/RC needs. The JNTC is a cooperative collection of interoperable training sites, nodes, and events that synthesizes combatant commander and Service training requirements with appropriate joint context. Founded upon the four pillars of realistic combat training, an adaptive and credible opposing force, common ground truth, and high quality feedback, the JNTC underpins a global information age capability that advances DOD transformation efforts to include enabling multinational, interagency, and intergovernmental network-centric operations.

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(2) Provides input to the Joint Staff/J-7 in the preparation of the CJCSI 3500.01, CJCSM 3500.03, and CJCSM 3500.04 Series publications.

(3) Manages accreditation process for JNTC combatant command and Service component training programs and certification process for JNTC combatant command and Service component training.

(4) Annually collects all combatant commanders' JMETs, including tasks for allocated and apportioned forces. Develops a master JMETL with baseline conditions and standards validated by the Chairman of the Joint Chiefs of Staff. Directs the training of assigned forces to the master JMETL IAW reference i.

(5) Leads the development of baseline JMETL conditions and standards for all JTF headquarters staffs, functional component headquarters staffs, and headquarters staffs designated as potential JTF headquarters IAW reference i. Baseline conditions and standards will be approved through the collaborative and formal staffing of the UJTL.

(6) Consolidates training resource requirements identified by the combatant commands, CSAs, and NGB in their J/ATPs. These consolidated training resource requirements will be provided to the Joint Staff/J-7 for coordination with the appropriate resource provider.

(7) Manages joint M&S responsibilities:

(a) Identify, collect, prioritize, and integrate joint training M&S requirements from the Joint Staff, combatant commands, Services, agencies, and multinational partners.

(b) Function as program manager (excluding acquisition) for all joint models and joint federations of models (live, virtual, or constructive) used for joint training.

(c) Lead the funding, development, and operation of joint M&S federations and architectures that directly support the joint training.

(d) Develop common joint M&S architectures and standards in coordination with the combatant commanders, DISA, Defense Modeling and Simulation Office, and OSD Network and Information Integration.

(e) Develop technology roadmaps integrated with funding investments.

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- (f) Verify, validate, and accredit joint training M&Ss.
 - (g) Develop a joint training M&S strategy and manage the execution of that strategy, to include control, accounting, and distribution of joint M&S funds.
 - (h) Support multinational forums involving M&S related to joint training.
 - (i) Provide expertise and advisory and strategic planning support within the joint training community on joint training related M&S issues.
 - (j) Provide all joint training M&S requirements to the Joint Training Functional Capabilities Board for validation.
- (8) Assists the combatant commands in support of their joint training programs.
- (9) Assesses joint operations and training events, collects other organizations' assessments, and conducts trend analysis. Briefs training trends at the WJTSC and provides a report to the Chairman. The report should recommend appropriate DOTMLPF changes impacting joint training.
- (10) Coordinates and provides consequence management support for combatant commander exercises.
- (11) Schedules joint training events using JTIMS, which includes JTF HQs, joint force headquarters (JFHQ), and functional component training events. Balances combatant commander joint training and engagement requirements with operations and personnel tempo of assigned forces; coordinates USJFCOM joint training support through JTIMS. Synchronizes experimentation via JTIMS to minimize adverse impact on training programs.
- (12) In coordination with the Services, develops a program for training functional component (e.g., JFACC, JFLCC, and JFMCC) HQs.

d. Services. The Services will maintain and publish task lists to complement and link to the UJTL. The task lists will provide comprehensive guidance for Service components, including Reserve elements, to develop METLs. Service task lists should link to the UJTL and provide a common language for cross-referencing Service tasks to joint tasks. Tools supporting these lists must be compatible with JDEIS

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so common Service task elements can be linked to appropriate joint tasks in the JDEIS and UJTL databases and used in the Enhanced Status of Resources and Training System and JTIMS. Services will update this list as required and distribute to each combatant commander and CSA.

e. National Guard Bureau. When requested, the Chief, National Guard Bureau (CNGB), through appropriate Army and Air Force channels, provides input to the Chairman and USJFCOM on all matters pertaining to National Guard forces and State JFHQ in the area of joint training. CNGB serves as the channel for communications on all matters pertaining to the National Guard (Army and Air National Guard) between the Secretaries and Chiefs of Staff of the Army and the Air Force and the several states.

f. Joint Systems Acquisition Program Manager. In accordance with DODI 5000.2, the program manager for a joint system acquisition program is responsible, as part of an integrated human system integration planning approach, for developing a training system plan for the system that addresses the manpower, personnel, and training (MPT) concepts. This may take the form of a joint training system plan or Service or CSA-specific training plans, although consideration should be given to the development of common training materials and delivery for joint systems. The training system plan shall include, at a minimum, the MPT requirements for system operators, maintainers, users, and administrators, including the required number of officer and enlisted from which communities and how, when, and where individuals and teams will be trained.

3. Chairman's Commended Training Issues. CCTIs are special interest items incorporated into this instruction to ensure appropriate visibility by the combatant commands and CSAs in developing their JTPs.

a. CCTIs are developed annually by the Joint Staff/J-7 from combatant commander, Service, Reserve, National Guard, CSA, and Joint Staff inputs and approved by the Chairman. They may be derived from all source lessons learned, readiness reports, and operational assessments. The Joint Staff/J-7 Joint Training Division will track published CCTIs. Current CCTIs are included in Enclosure F and will be issued annually as part of the CJTG.

b. Commanders and joint training and exercise planners should consider CCTIs for special emphasis in their out-year (POM years) training programs. Each command should assess the prescribed CCTIs in relation to theater conditions as a key joint training readiness indicator.

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ENCLOSURE E

JOINT TRAINING RESPONSIBILITIES

1. Office of the Secretary of Defense. The Under Secretary of Defense for Personnel and Readiness is responsible for the development and oversight of:

- a. Policies and programs to ensure the readiness of US forces for peacetime contingencies, crises, and warfighting.
- b. DOD training policies and programs, including the cost-effective application of training systems and technologies.
- c. Training policies and programs to ensure that training programs and resources are sufficient to produce ready forces.

2. Chairman of the Joint Chiefs of Staff. The Chairman of the Joint Chiefs of Staff is responsible for:

- a. Ensuring the necessary joint training of the Armed Forces of the United States to accomplish strategic and contingency planning and preparedness to conform to policy guidance from the President and the Secretary of Defense (10 USC 153).
- b. Advising the Secretary of Defense on the joint training priorities identified by the combatant commanders (10 USC 153(a)(4)(A)).
- c. Developing doctrine for the joint employment of the Armed Forces of the United States (10 USC 153(a)(5)(A)).
- d. Formulating policies for joint training of the Armed Forces of the United States (10 USC 153(a)(5)(B)).
- e. Formulating policies for coordinating the military education of members of the Armed Forces of the United States (10 USC 153(a)(5)(C)).
- f. Assessing and periodically reporting to the Secretary of Defense on the readiness and responsiveness of CSAs (10 USC 193(a)).
- g. Designating a Joint Staff focal point to monitor and coordinate joint training policy, issues, and concerns with OSD, combatant commands, CSAs, Services, and the National Guard. The Joint Staff/J-7

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is that focal point. Other joint staff directorates, in collaboration with Joint Staff/J-7 and in coordination with the combatant commands and CSAs, retain responsibility for assessing and recommending improvements to joint training and readiness assessment activities conducted within their functional areas (reference j).

h. Providing for the participation of CSAs in joint training events and exercises, assessing their performance to established standards to determine readiness, and identifying resource shortfalls across the DOTMLPF construct (10 USC 193(b)).

i. After consultation with the combatant commands, establishing and maintaining a uniform system to assess the preparedness of the combatant commands to accomplish their assigned missions (10 USC 153(d)).

j. Ensuring an optimum balance between joint experimentation objectives and training events during CJCS-sponsored exercises.

k. Validating joint training requirements.

l. Providing for the participation of the combatant commands and CSAs in joint training events and exercises; reviewing their joint training plans in conjunction with combatant commanders and agency directors; and making recommendations to improve training.

m. Establishing policy guidance for the JTS and JTIMS and making JTIMS available for use by DOD Components to support the JTS and meet requirements of reference i.

n. Developing specific procedures for the initiation, development, approval, and maintenance of UJTL tasks, to be published as part of CJCSM 3500.04 (10 USC 153(a)(5)(B)).

3. Joint Staff. Assisting the Chairman, the Joint Staff is responsible for:

a. Formulating policies for the joint training of the Armed Forces of the United States (Joint Staff/J-7).

b. Managing policies for the joint doctrine, education, and lessons learned programs (Joint Staff/J-7).

c. Approving joint terminology and standardization of terms in appropriate joint training publications and directives (Joint Staff/J-7).

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- d. Formulating policies for coordinating the military education and training of members of the Armed Forces of the United States, including the accreditation of joint courses and courseware (Joint Staff/J-7).
- e. Coordinating US national positions for multinational joint training events (Joint Staff/J-5, J-7).
- f. Coordinating and monitoring joint duty assignments for joint training (Joint Staff/J-1).
- g. Establishing and maintaining a database of personnel with joint duty assignments and experience (Joint Staff/J-1).
- h. Establishing, coordinating, and publishing procedures for interagency coordination training and exercises involving DOD and non-DOD agencies and departments (Joint Staff/J-5, J-7)
- i. Monitoring the funding and resources committed to support joint training and recommending changes to these levels when necessary to support combatant commanders' requirements (Joint Staff/J-7).
- j. Assisting combatant commanders in assessing joint training (Joint Staff/J-7).
- k. Managing the Joint Exercise Program to include the CJCS assessment program (Joint Staff/J-7).
- l. Synchronizing strategic-national level exercise events in the Chairman's Exercise Program and Joint Exercise Program with other interagency strategic-national level events (e.g., National Exercise Program) (Joint Staff/J-7).
- m. Coordinating simulation policy for joint training and exercises (Joint Staff/J-7).
- n. Formulating CJTG and CCTIs (Joint Staff/J-7).
- o. Coordinating the development of joint and multinational logistic-related training requirements within joint training activities (Joint Staff/J-4, J-7)
- p. Coordinating and overseeing communications system education and training to include advanced distributed learning initiatives at joint schools (Joint Staff/J-6, J-7).

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q. Supporting the combatant commands, Service components, Reserve Forces, National Guard, and CSAs training on the Joint Training System and JTIMS (Joint Staff/J-7).

r. Providing oversight and management of the JTS Program of Instruction development and execution (Joint Staff/J-7).

s. Ensuring intelligence operations, to include systems and counterintelligence training, are fully integrated into CJCS- and combatant command-sponsored joint training events as well as joint policy, doctrine, and procedures (Joint Staff/J-2).

t. Coordinating joint training issues related to readiness (Joint Staff/J-3. J-7).

u. Reviewing, analyzing, and making recommendations on DOTMLPF change recommendations related to training and education (Joint Staff/J-7).

v. Advocating joint training and joint training capabilities. The Joint Staff will coordinate, validate, and track the joint training requirements and joint training capability requirements of the combatant commanders in reference r (Joint Staff/J-8. J-7).

w. Providing a joint knowledge management system for implementation of joint training, joint lessons learned, joint interagency, and joint education processes (Joint Staff/J-7).

x. Managing UJTL task development and maintenance by assigning responsibilities to the Services, combatant commands, Joint Staff, CSAs, and the USJFCOM Joint Warfighting Center, and by coordinating the overall process in accordance with reference t (Joint Staff/J-7).

y. Maintaining and approving changes to the UJTL (Joint Staff/J-7).

z. Coordinating joint training issues related to force protection (Joint Staff/J-2, J-3).

4. Combatant Commands. Unless otherwise directed by the President or Secretary of Defense, the combatant commanders conduct the joint training of assigned forces and are responsible for:

a. Giving authoritative direction to the subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of joint training and logistics.

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b. Coordinating and approving those aspects of administration and support (including control of resources and equipment, internal organization, and training) and discipline necessary to carry out combatant command-assigned missions. The Services are responsible for the actual administration and support of forces, including control of resources and equipment, internal organization, training, and discipline of assigned forces necessary to carry out assigned missions.

c. Coordinating and approving, as appropriate and available, forces for training in support of other combatant commanders' requirements.

d. Ensuring that, whenever undertaking exercises or other activities with the military forces of nations in another combatant commander's AOR, those exercises and activities and their attendant command relationships will be mutually agreed upon among the commanders.

e. Designating an office of primary responsibility (OPR) for joint training.

f. Documenting combatant command joint training requirements through the development of a command JMETL with associated conditions and standards.

g. Annually developing, updating, publishing, and executing command JTPs and joint training schedules.

h. Annually reviewing and downloading command JMETL from DRRS into JTIMS by 30 September.

i. Annually publishing JTPs via JTIMS by 15 March (geographic combatant commands only).

j. Annually publishing JTPs via JTIMS by 15 May (functional combatant commands only).

k. Evaluating the effectiveness of specific training events conducted under their training plans.

l. Assessing the overall effectiveness of JTP in training to their command's JMETL. Assessing the adequacy of their JMETL in describing their tasked missions.

m. Submitting joint after-action reports for all operations and select CJCS joint training events.

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- n. Reporting program and resource shortfalls in a DOTMLPF construct and the impact these shortfalls have on the command's ability to accomplish its joint training requirements.
 - o. Developing operational plans using UJTL tasks to provide direct connectivity to JMETL development and mission training requirements.
 - p. IAW reference p, training and certifying the readiness of assigned headquarters staffs designated to perform as a JTF or functional component headquarters staff.
 - q. Reporting joint training, exercises, JTF HQ organization, joint doctrine, joint contingency planning, and joint force commander's assessment in the Joint Quarterly Readiness Review IAW reference n.
 - r. Providing TRO of the RC (National Guard and Reserve forces). TRO is the authority combatant commanders exercise over assigned RC forces when not on active duty or when on active duty for training.
 - s. Ensuring that, when it is necessary to introduce experimentation events into joint training exercises, exercise participants understand that doctrinal deviations are for experimentation purposes and that future doctrine and procedures may or may not be impacted.
 - t. Ensuring an optimum balance between joint experimentation objectives and training events during joint training computer-assisted, command post, and/or field training exercises.
 - u. Providing, as directed, trained and ready forces to another combatant command.
5. Service Component Commands. Service component commanders' responsibilities are derived from their roles in fulfilling the Services' support function. Service component commanders are responsible to USJFCOM for:
- a. Developing Service Component METLs supporting their combatant commanders' JMETLs.
 - b. Conducting joint training events when tasked by the sponsoring joint force commander.
 - c. Conducting interoperability training, based on the operational requirements of the combatant commander.

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d. Training, as directed for components of other Services, in joint operations for which the Service component commander has or may be assigned primary responsibility, or for which the Service component's facilities and capabilities are suitable.

e. Developing budget requests to support joint training.

f. Providing a training plan that supports the joint and interoperability training requirements of the combatant command JTP.

g. Training in Service doctrine, tactics, techniques, and procedures.

6. USJFCOM. As the lead agent responsible to the Chairman for joint force training, USJFCOM is responsible for:

a. Supporting the combatant commanders, Services, CSAs, and NGB in their implementation of the Chairman's joint training policy and guidance and the execution of their joint training programs.

b. Managing the combatant commanders' portion of the CJCS exercise program; conducting and assessing joint and multinational training and exercises for assigned forces; and assisting the Chairman, other combatant commanders, and Service Chiefs in their preparations for joint and combined operations.

c. Providing TRO of assigned RC forces when not on active duty or when on active duty for training.

d. Providing joint training for and/or assistance with the joint training of combatant commander battle staffs, JTF HQ staffs, and JTF functional component commanders and their staffs, and headquarters designated as potential joint headquarters or portions thereof, IAW reference p.

e. Leading the **collaborative** development of joint training standards and designing standardized joint training processes and programs for JTF HQ and functional component joint training events in support of combatant commander requirements. Providing recommendations for incorporation in the CJCSM 3500.05 Series publications.

f. Conducting joint and interoperability training of assigned forces that may operate as part of joint or combined task forces in support of combatant commander requirements.

g. Annually collecting all combatant commanders' JMETs, including tasks for allocated and apportioned forces. Developing a master JMETL,

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with baseline conditions and standards approved by the Chairman. On behalf of the Chairman, directing the training of assigned forces to this master JMETL.

h. Leading the collaborative development of baseline JMETL conditions and standards for all JTF HQ staffs, functional component HQ staffs, and HQ staffs designated as potential JTF headquarters.

i. Annually assessing the effectiveness of joint training, to include describing emerging training trends in the joint community. Briefing the training trends at the September WJTSC-2 and reporting the results of the training assessment to the Chairman.

j. Coordinating and scheduling joint training events for assigned forces, as well as deconflicting the participation of forces in worldwide joint training events in support of combatant commander's requirements.

k. Providing JTS expertise to the Joint Staff, other combatant commands, Services, and CSAs to support identification of joint training requirements and methods, development of JTPs, the execution of joint training events, and J/ATP collection, review, and analysis. The joint training system support teams provide command and agency support when required.

l. Leading the development and operation of systems and architectures that directly support the distributed joint training requirements of other combatant commanders, JTFs, and defense agencies.

m. Providing expertise, advisory support, and strategic planning support within the joint training community on joint training-related M&S issues.

n. Coordinating and providing consequence management support for combatant command training events and exercises.

o. Leading the collaborative development of joint readiness standards for JTF HQ staffs, functional component HQ staffs, and headquarters designated as potential joint headquarters of portions thereof, for recommendation to the Chairman.

7. US Special Operations Command. USSOCOM has Service-like training responsibilities under 10 USC 167.

a. USSOCOM training responsibilities in support of the NMS include:

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- (1) Training assigned forces.
 - (2) Validating training requirements.
 - (3) Ensuring combat readiness of assigned forces.
 - (4) Ensuring interoperability of equipment and forces.
 - (5) Monitoring the preparedness of SOF assigned to other combatant commands to conduct their assigned mission.
- b. USSOCOM responsibilities for joint force integration (JFI) include:
- (1) Developing common special operations joint tasks, conditions, and standards.
 - (2) Training commanders, staffs, and individuals to those common tasks, under common conditions, and to specific coordinated standards (this responsibility is similar to the USJFCOM responsibility as the JFI for assigned conventional forces).
8. Services. Subject to the authority, direction, and control of the Secretary of Defense and to the provisions of 10 USC, Chapter 6, the Secretaries of the Military Departments are responsible for:
- a. Recruiting, training, organizing, and equipping interoperable forces for assignment to combatant commands.
 - b. Before deploying forces, ensuring they are trained to meet operational requirements as identified in the supported combatant commander-approved JMETL.
 - c. Designating an OPR for joint training.
 - d. Nominating training programs with associated joint tasks to USJFCOM for JNTC accreditation and certification.
 - e. Depicting Service funding in support of the joint exercise program (incremental funding) in a separate funding line in their budgets.
 - f. Integrating Guard and Reserve force capability requirements into combatant commander, Service, and CSA joint training plans.

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9. CSAs. The CSAs referred to in this paragraph are DIA, DTRA, DISA, DLA, NGA, DCMA, and NSA/CSS. CSAs are responsible for:

a. Developing a customer-based comprehensive plan detailing their training objectives to meet assigned missions and specific combatant command JMETL requirements. This is normally done through development of a UJTL-based AMETL and an ATP. CSA-developed AMETL should be closely linked to the combatant commands' JMETL. Accordingly, joint training event participation by CSAs should be scheduled and published within the respective supported command's JTP, the respective CSA's ATP, and the JTMS.

b. Annually reviewing and downloading AMETL from DRRS into JTMS by 30 September.

c. Annually publishing ATPs via JTMS by 15 July.

d. Nominating applicable training courses for inclusion in Joint Training Course Database. Assisting JKDDC in joint course accreditation for courses in which the CSA has subject matter expertise.

e. Nominating appropriate capabilities and facilities for inclusion in JNTC.

f. Supporting the CJCS Joint Doctrine and Joint Center for Operational Analysis and Lessons Learned with subject matter experts.

10. The National Guard Bureau. As a joint bureau of the Department of the Army and the Department of the Air Force, the NGB is responsible for:

a. Serving as the channel of communications on all joint training, education, and readiness matters pertaining to the National Guard (Army and Air National Guard of the United States) between the Secretaries and Chiefs of Staff of the Army and the Air Force and the several states.

b. Ensuring the Army and Air National Guard units and personnel are trained by the states in accordance with reference i and this instruction in order to provide forces, units, and personnel trained to support joint operations.

c. Monitoring and assisting the states in the organization, maintenance, training, and operation of National Guard units and personnel (Army and Air National Guard) so as to provide trained and ready forces (units and personnel) in support of combatant command

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missions at the individual, unit, JTF, and combatant command staff levels.

d. Facilitating and supporting the joint education and training of members of the National Guard to meet the operational requirements of the combatant commanders.

e. Supervising and administering the Active Guard and Reserve program as it pertains to assigning officers and noncommissioned officers to the Joint Staff, combatant commands, and standing JTFs.

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ENCLOSURE F

CHAIRMAN'S COMMENDED TRAINING ISSUES

- Counterterrorism
- Joint Close Air Support
- Time Critical Targeting
- Joint Fires
- Focused Logistics
- Joint Deployment Planning and Execution
- Interoperability
- Joint Combat Identification
- Joint Command and Control/Standing JFHQ operations
- Consequence Management
- Improved Cross-AOR Coordination, Especially at the Seams
- Stability Operations
- Joint Improvised Explosive Device Defeat
- Lines of Communication Security Operations
- Management of Contractors on the Battlefield
- Contingency Contract Planning
- Proliferation of WMD and Related Components

NOTE: 1. CCTIs will be revised by 30 August annually.

2. Stability operations shall be accorded priority and attention comparable to combat operations. They shall be explicitly addressed and integrated across all DOD activities including DOTMLPF. Combatant commands prepare and conduct training events for stability and reconstruction operations in conjunction with the Services.

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ENCLOSURE G
JOINT TRAINING DOCUMENTS

1. CJCSI 3500.01 Series, “Joint Training Policy and Guidance for the Armed Forces of the United States.” This instruction serves as the capstone document, providing CJCS policy and guidance as the baseline for a series of documents that include:

a. CJCSM 3500.03 Series provides specific procedures to the combatant commanders when implementing CJCS policy for developing JMETL, planning and conducting joint training, and assessing command readiness with regard to joint training.

b. CJCSM 3500.04 Series (with classified supplement) establishes the terminology for expressing critical war and stability operations tasks required of JFHQ.

c. CJCSM 3500.05 Series provides a descriptive, performance-oriented master training guide to assist leaders in training their units and serves as a guide for the JTF HQ in actual operations.

2. Key Joint Training Publications. The figure below represents key joint training publications, with the Joint Training Manual providing detailed guidance on the development of joint training plans and providing more specific joint training guidance with specific timelines for deliverables.

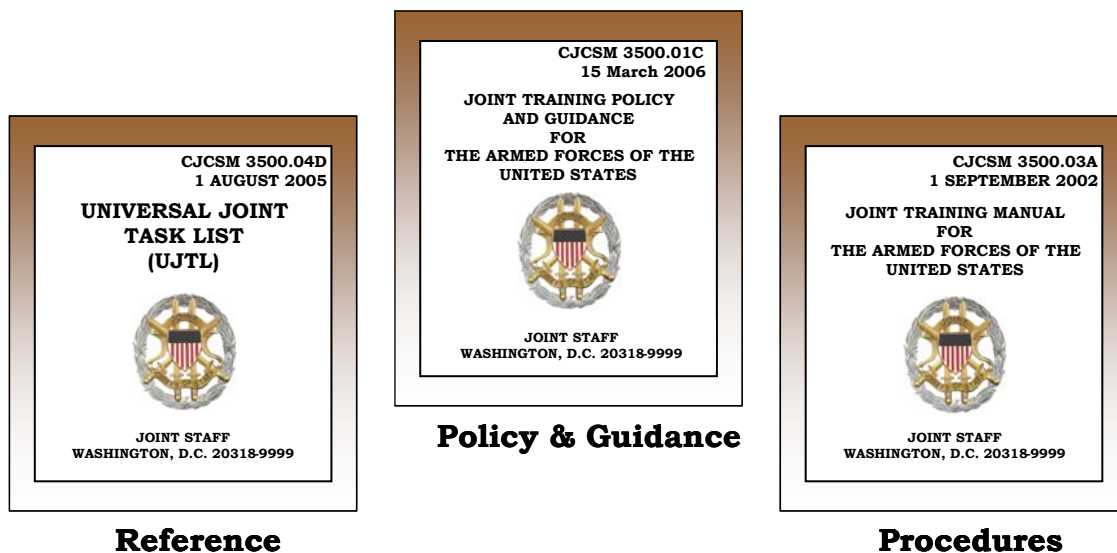


Figure G-1. Key Documents

G-1

Enclosure G

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ENCLOSURE H

REFERENCES

- a. Goldwater-Nichols Defense Reorganization Act of 1986, Public Law 99-433
- b. 10 USC 153-193(b)
- c. 10 USC 192(a)(1)(B)
- d. "Strategic Plan for Transforming DOD Training," 1 March 2002
- e. "DOD Transformation Planning Guidance," April 2003
- f. "DOD Training Transformation Implementation Plan," 9 June 2004
- g. "Forces for Unified Commands FY 2006 (U)," Office of the Secretary of Defense
- h. Secretary of Defense memorandum, 6 September 1996, "Assignment of Forces"
- i. DODD 1322.18, 3 September 2004, "Military Training"
- j. DODD 5100.1, 1 August 2002, "Functions of the Department of Defense and Its Major Components"
- k. DODD 7730.65, 3 June 2002, "Department Of Defense Readiness Reporting System (DRRS)"
- l. Joint Publication 0-2, 10 July 2001, "Unified Action Armed Forces (UNAAF)"
- m. CJCSI 1800.01 Series, "Officer Professional Military Education Policy"
- n. CJCSI 3401.01 Series, "Chairman's Readiness System"
- o. CJCSM 3500.03 Series, "Joint Training Manual for the Armed Forces of United States"

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p. CJCSM 3500.05 Series, "Joint Task Force Headquarters Master Training Guide"

q. CJCSM 3500.04 Series, "The Universal Joint Task List (UJTL)"

r. CJCSI 3170.01 Series, "Joint Capabilities Integration, and Development System"

s. CJCSI 3180.01, 31 October 2002, "Joint Requirements Oversight Council (JROC) Programmatic Processes for Joint Experimentation and Joint Resource Change Recommendations"

t. CJCSI 5711.01 Series, "Policy on Action Processing"

u. "Unified Command Plan," 1 March 2005

v. "CJCS Vision for Joint Officer Development," November 2005

GLOSSARY

ABBREVIATIONS AND ACRONYMS

AAR	after-action review
AC	Active Components
AMET	agency mission-essential task
AMETL	agency mission-essential task list
AOR	area of responsibility
ATP	agency training plan
CCTI	Chairman's Commended Training Issues
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	CJCS Instruction
CJCSM	CJCS Manual
CJTG	Chairman's Joint Training Guidance
CNGB	Chief, National Guard Bureau
CONUS	continental United States
CSA	combat support agency
DCMA	Defense Contract Management Agency
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DRRS	Defense Readiness Reporting System
DTRA	Defense Threat Reduction Agency
DOD	Department of Defense
DODD	Department of Defense directive
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
FY	fiscal year
HQ	headquarters
IAW	in accordance with
J-2	intelligence directorate of a joint staff
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
J-5	plans directorate of a joint staff
J-6	command, control, communications, and computer systems directorate of a joint staff

J-7	operational plans and joint force development directorate of a joint staff
J-8	force structure, resources, and assessment directorate, Joint Staff
JAEC	Joint Assessment and Enabling Capability
J/AMET	joint and/or agency mission-essential task
J/AMETL	joint and/or agency mission-essential task list
J/ATP	joint and/or agency training plan
JDEIS	Joint Doctrine Education and Training Electronic Information System
JFACC	joint force air component commander
JFHQ	joint force headquarters
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JFI	joint force integration
JKDDC	Joint Knowledge Development and Distribution Capability
JMET	joint mission-essential task
JMETL	joint mission-essential task list
JNTC	Joint National Training Capability
JPME	Joint Professional Military Education
JS	Joint Staff
JSCP	Joint Strategic Capabilities Plan
JTF	joint task force
JTIMS	Joint Training Information Management System
JTMS	Joint Training Master Schedule
JTP	joint training plan
JTS	Joint Training System
M&S	modeling and simulation
MET	mission essential task
METL	mission essential task list
MPT	manpower, personnel, and training
NATO	North Atlantic Treaty Organization
NGA	National Geospatial-Intelligence Agency
NGB	National Guard Bureau
NIPRNET	non-secure internet protocol router network
NMS	National Military Strategy
NSA/CSS	National Security Agency/Central Security Service
OPR	office of primary responsibility
OSD	Office of the Secretary of Defense
POM	program objective memorandum

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RC	Reserve Components
SIPRNET	SECRET Internet Protocol Router Network
SOF	special operations forces
T2	training transformation
TPA	training proficiency assessment
TSCP	Theater Security Cooperation Plan
TRO	training and readiness oversight
UJTL	Universal Joint Task List
USC	United States Code
USJFCOM	United States Joint Forces Command
USSOCOM	United States Special Operations Command
USTRANSCOM	United States Transportation Command
WJTSC	Worldwide Joint Training and Scheduling Conference

TERMS AND DEFINITIONS

agency mission-essential task list -- A list of agency mission-essential tasks selected by an agency director to accomplish an assigned or anticipated mission that includes associated tasks, conditions, and standards and requires the identification of command-linked and supporting tasks.

after-action review -- 1. A process designed by a commander or director to provide commanders direct feedback on the accomplishment of selected joint mission-essential tasks, conditions, and standards stated in terms of training objectives for the commander to evaluate training proficiency. 2. An analytical review of training events that enables the training audience, through a facilitated professional discussion, to examine actions and results during a training event. Also called AAR.

agency training plan -- A plan developed and updated annually by each combat support agency that defines the strategy for agency training to accomplish the mission requirements over the selected training period. Specifically, the plan identifies the training audience, the training objectives, the training events, and required training resources. Also called ATP.

capability -- The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks.

combatant command joint training schedule -- A resource-constrained program developed and updated annually by the combatant command staff that integrates the combatant commands' joint training plans and the schedule of the combatant commander-sponsored exercises. The schedule normally includes exercise summaries for the program year as well as proposed summaries for the following 5 years.

command-linked tasks -- Discrete activities or actions designated by a joint force commander or identified by the lead federal agency that must be performed by commands and combat support agencies outside the command or directive authority of the joint force, if the joint force is to successfully perform its missions. Command-linked tasks are selected by the supported command or lead federal agency and are normally scheduled for training, evaluated, and assessed by the organization providing the support.

condition -- Variable of the operational environment, including scenario that affects task performance.

crisis action planning -- 1. The Joint Operation Planning and Execution System process involving the time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action procedures to formulate and implement an effective response within the time frame permitted by the crisis. 2. The time-sensitive planning for the deployment, employment, and sustainment of assigned and allocated forces and resources that occurs in response to a situation that may result in actual military operations. Crisis action planners base their plan on the circumstances that exist at the time planning occurs.

criterion -- The minimum acceptable level of performance associated with a particular measure of task performance. It is often expressed as hours, days, percent, occurrences, minutes, miles, or some other command stated measure.

deliberate planning -- 1. The Joint Operation Planning and Execution System process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles that complement other Department of Defense planning cycles in accordance with the formally established joint strategic planning system. 2. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. Deliberate planners rely heavily on assumptions regarding the circumstances that will exist when the plan is executed.

effect -- A change to a condition, behavior, or degree of freedom.

endstate -- The set of conditions, behaviors, and freedoms that defines achievement of the commander's mission.

essential task -- Tasks based on mission analysis and approved by the commander that are absolutely necessary, indispensable, or critical to the success of a mission.

evaluation -- An internal command responsibility tied to a specific training event and intended to determine whether specific training objectives were met.

exercise -- A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training, assessment, and evaluation.

exercise objective -- Specific statement of purpose, guidance, and/or direction for an exercise.

implied task -- A task that is not stated but necessary to do the mission.

individual joint training -- Training offered to prepare individuals to perform duties in joint organizations or to operate uniquely joint systems (e.g., joint deployable (J-2) intelligence support system). Individual joint training can be joint academic courses or other organizational training conducted by the Office of the Secretary of Defense, combat support agencies, combatant commands, or Services.

interagency -- A broad generic term that describes the collective elements or activities of the Department of Defense and other US government agencies, regional and international organizations, nongovernmental organizations, private voluntary organizations, and commercial organizations engaged in a common effort (Approved for inclusion in the next edition of Joint Pub 1-02).

interagency coordination -- Within the context of Department of Defense involvement, the coordination that occurs among elements of the Department of Defense and engaged US government agencies, nongovernmental organizations, and regional and international organizations for the purpose of accomplishing an objective.

interagency operations -- Operations in which government or non-government agencies interact with the Armed Forces of the United States. These agencies may include the National Security Council, headquarters of operating elements of the Departments of State and Transportation, the Central Intelligence Agency, and the Adjutants General of the 50 states and four territories; other US government agencies; agencies of partner nations; nongovernmental organizations; regional and international organizations such as NATO and the UN; and the agencies of the host country.

interagency training -- Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of interagency operations.

intergovernmental training -- Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of state and local government operations.

interoperability -- The ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together.

interoperability training -- Military training based on joint doctrine or joint tactics, techniques, and procedures (TTP) or where no joint doctrine exists on Service, special operations forces (SOF) doctrine, or TTP to prepare forces or staffs from more than one Service component to respond to operational and tactical requirements deemed necessary by combatant commanders to execute their assigned missions. Interoperability training involves forces of two or more Service components (including SOF) with no interaction with a combatant commander or subordinate joint force commander or joint staff and is conducted using joint doctrine or joint TTP, or where no joint doctrine exists on Service, SOF doctrine, or TTP.

issue -- A shortcoming or deficiency identified during training, experimentation, evaluation, assessment, or operations that precludes performance to standard and requires focused problem solving. Defined and analyzed in terms of doctrine, organization, training, materiel, leadership and education, personnel and facilities to facilitate correction and validation.

joint after-action report -- A written report that provides the official description (summary report) of an operation, training event, or other activity identifying lessons, issues, or observations (CJCSI 3150.25 series). Also called JAAR.

joint combined exchange training -- An overseas, combined training event primarily designed to benefit US special operation forces mission-essential task list (METL) and joint METL training that: may be joint; utilizes 2011 reporting procedures; is Major Force Program 11 funded; uses no foreign military assistance funds; and is prioritized through the theater combatant commander, coordinated through the US ambassador and the Department of State, and approved by the Secretary of Defense. Also called JCET.

joint event life cycle -- Describes the design, planning, preparation, execution, and evaluation and reporting stages required to successfully execute a discrete training event.

joint exercise -- A joint military maneuver, simulated wartime operation, or other CJCS or combatant commander-designated event involving planning, preparation, execution, and evaluation. A joint exercise

involves forces of two or more Military Departments under the command and control of a combatant commander or subordinate joint force commander; involves joint forces and/or joint staffs; and is conducted using joint doctrine.

joint mission-essential task -- A mission task selected by a joint force commander, deemed essential to mission accomplishment, and defined using the common language of the Universal Joint Task List in terms of task. Also called JMET.

joint mission-essential task list -- A list of joint mission-essential tasks selected by a commander to accomplish an assigned or anticipated mission that includes associated tasks, conditions, and standards and requires the identification of command-linked and supporting tasks.

joint professional military education -- That portion of professional education concentrating on the instruction of joint matters. Also called JPME.

joint publication -- A publication containing joint doctrine that is prepared under the direction and authority of the Chairman of the Joint Chiefs of Staff and applies to all US military forces. Also called JP.

joint training -- Military training of individuals, units, and staffs using joint doctrine or tactics, techniques, and procedures to prepare joint forces or joint staffs to respond to strategic, operational requirements considered necessary by the combatant commanders to execute their assigned or anticipated missions. Joint training involves forces of two or more Military Departments interacting with a combatant commander or subordinate joint force commander, and involves joint forces, joint staffs, and/or individuals preparing to serve on a joint staff or in a joint organization and is conducted using joint doctrine.

Joint Training Master Schedule -- A schedule of CJCS exercise program events that integrates the joint training schedules of the combatant commands, Defense Threat Reduction Agency, and the schedule of CJCS-sponsored exercises. The schedule includes, as a minimum, exercise summaries for the program year and the following 5 years. Also called JTMS.

joint training objective -- A statement that describes the desired outcome of a joint training activity in terms of performance, training situation, and level of performance. Training objectives are derived from joint mission-essential tasks, conditions, and standards and based on joint doctrine, commander's guidance, and organizational standing operating procedures.

joint training plan -- A plan developed and updated annually by each combatant commander that defines the strategy for training assigned forces (training audience) in joint doctrine to accomplish the mission requirements over the selected training period. Specifically, the plan identifies the training audience, the joint training objectives, the training events, and required training resources. Also called JTP.

lesson learned -- A resolved shortcoming, deficiency, problem, or best practice that has been incorporated into planning, doctrine, tactics, or training, enabling a task to be accomplished to standard.

master training guide -- A collection of tasks and associated conditions and standards usually for a specific joint organization. Tasks are derived from joint doctrine and are grouped on a mission and/or functional basis to support organizational training. Also called MTG.

measure -- A parameter that provides the basis for describing varying levels of task performance.

military training -- The instruction of personnel and exercise of individuals, staffs, or units to enhance their capacity to perform specific military functions and tasks and to enhance their combat readiness.

mission -- 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefore. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task.

mission training assessment -- A commander's subjective assessment of the command's ability to perform assigned missions.

model -- A physical, mathematical, or otherwise logical representation of a system, entity, phenomenon, or process.

modeling -- Application of a standard, rigorous, structured methodology to create and validate a physical, mathematical, or otherwise logical representation of a system, entity, phenomenon, or process.

modeling and simulation -- The use of models, including emulators, prototypes, simulators, and stimulators, either statically or over time, to develop data as a basis for making managerial or technical decisions. The terms "modeling" and "simulation" are often used interchangeably.

multinational exercises -- Exercises that train and evaluate US and other national forces or staffs to respond to requirements established by multinational force commanders to accomplish their assigned missions.

multinational operations -- A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance.

multinational training -- Training of individuals, units, and staffs considered necessary to execute their assigned or anticipated missions in support of multinational operations, including coalition operations.

operation -- 1. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. 2. The process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

procedures -- Standard, detailed steps that prescribe how to perform specific tasks. See also tactics; techniques.

professional military education -- The systematic instruction of professionals in subjects that will enhance their knowledge of the science and art of war. Also called PME.

program of instruction -- A series of related lessons designed to satisfy a specific joint training requirement (e.g., joint task force headquarters).

Service training -- Military training based on Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, operational, and interoperability training in response to operational requirements deemed necessary by the combatant commands to execute assigned missions.

simulation -- 1. A method for implementing a model over time. 2. A technique for testing, analysis, or training in which real-world systems are used or where real-world and conceptual systems are reproduced by a model.

specified task -- A task explicitly stated and assigned.

standard -- Quantitative or qualitative measures and criteria for specifying the levels of performance of a task.

standing operating procedure -- A set of instructions covering those features of operations that lend themselves to a definite or standardized procedure without loss of effectiveness. The procedure is applicable unless ordered otherwise. Also called SOP.

supporting task -- Specific activities that contribute to accomplishment of a joint mission-essential task. Supporting tasks associated with a command or agency's mission-essential task list are accomplished by the joint staff or subordinate commands or agencies.

tactics -- The employment and ordered arrangement of forces in relation to each other. See also procedures; techniques.

task -- An action or activity (derived from an analysis of the mission and concept of operations) assigned to an individual or organization to provide a capability.

task performance observations -- For joint training, a listing of a training audience, training objectives, observer reports, and an executive summary for the commander to review and make a training proficiency evaluation.

techniques -- Non-prescriptive ways or methods used to perform missions, functions, or tasks. See also procedures; tactics.

training assessment -- An analytical process used by commanders to determine an organization's current levels of training proficiency on mission-essential tasks. This process also supports CJCS and combatant commanders cumulative assessments of overall joint readiness.

training evaluation -- The process used to measure the demonstrated ability of the training audience to accomplish specified training objectives.

training proficiency assessment -- Derived from the primary trainer's subjective assessment of an organization by comparing collective training proficiency evaluations and other training inputs over time against joint mission-essential tasks, conditions, and standards. Also called TPA.

training proficiency evaluation -- An objective evaluation of an organization's performance with respect to training objectives produced during the execution phase of the joint training system. Also called TPE.

training and readiness oversight -- The authority that combatant commanders may exercise over assigned Reserve Component (RC) forces when not on active duty or when on active duty for training. As a matter of Department of Defense policy, this authority includes: a. Providing guidance to Service component commanders on operational requirements and priorities to be addressed in Military Department training and readiness programs; b. Commenting on Service component

program recommendations and budget requests; c. Coordinating and approving participation by assigned RC forces in joint exercises and other joint training when on active duty for training or performing inactive duty for training; d. Obtaining and reviewing readiness and inspection reports on assigned RC forces; and e. Coordinating and reviewing mobilization plans (including post-mobilization training activities and deployability validation procedures) developed for assigned RC forces. Also called TRO.

Unified Action Armed Forces -- A publication setting forth the policies, principles, doctrines, and functions governing the activities and performance of the Armed Forces of the United States when two or more Military Departments or Service elements thereof are acting together.

war game -- A simulation, by whatever means, of a military operation involving two or more opposing forces, using rules, data, and procedures designed to depict an actual or assumed real-world situation.